

WORKING PAPER 1: SYSTEM AND SERVICES OVERVIEW

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HISTORY OF THE BULLHEAD AREA TRANSIT SYSTEM

History

The Bullhead Area Transit System (BATS) began as a demand-response service in December 2000. Due to increasing demand, BATS expanded its services to include fixed-route services in 2003, with the establishment of the Blue and Red Lines. In Fiscal Year 2004, BATS provided nearly 92,500 unlinked trips. Unlinked trips include any instance in which a person boarded a transit vehicle, so one person making a journey requiring them to transfer one time makes two unlinked trips to complete their journey. Ridership steadily increased until Fiscal Year 2009, when more than 181,000 unlinked trips were provided.

BATS subsequently increased its coverage area in June 2009 with the addition of the Green Line, which operates in the eastern portion of Bullhead City. However, the BATS service suffered a significant setback due to cessation of Local Transit Assistance Funding (LTAF II) in 2010, forcing the City to reduce service hours which resulted in a significant drop in ridership.

Current System

Presently, the three-route BATS system utilizes a fleet of seven buses for its fixed-route service and one Dodge Caravan for Dial-A-BATS service. Supplementing the BATS fleet are two non-revenue support vehicles, including a Dodge Caravan and a golf cart.

In Fiscal Year 2013, the BATS fixed-route service provided more than 156,000 unlinked trips, covered nearly 215,000 service miles, and provided nearly 13,300 hours of revenue service¹. In terms of productivity, the Red Line has the greatest ridership, providing more than 92,000 unlinked trips (59 percent of system total). The Blue Line carried approximately one third of all BATS passengers, while the Green Line had the lowest ridership, providing fewer than 11,400 unlinked trips (seven percent of system total). Operating expenses for fixed-route services in Fiscal Year 2013 totaled \$667,000.

During the same time period, Dial-A-BATS provided slightly more than 7,000 trips, amassed nearly 48,000 miles, and provided more than 3,800 hours of revenue service. During the same period, Dial-A-BATS services incurred just under \$145,000 in operating expenses.

¹ Data on deadhead hours were not available for either fixed-route or Dial-A-BATS services. Deadhead miles not available for Dial-A-BATS services. Deadhead hours/miles describe any time or distance that a vehicle was operating but not available for customers (e.g., Green Line vehicles “dead head” when driving from the vehicle yard to their first stop at the Boat Dock)

GOVERNANCE

BATS is operated by the City of Bullhead City under the Human Services and Transit Department. Decisions related to service planning are made by the City Council based on recommendations made by the Transit Commission. The Transit Commission is comprised of five individuals who are appointed by the City Council and serve two-year staggered terms. They represent the transit-related interests of various components of the Bullhead City community including the general population, local business community, elderly and disabled populations, and youth. While non-binding, the Commission's recommendations are intended to guide the City Council in making decisions related to BATS service that best serve the community. Exhibit 1 provides a summary of the current Transit Commission members.

Exhibit 1 Transit Commission Membership

Commission Member	Term	Group(s) Represented
Thomas Bigelow	2011 - 2013	Youth
Doug Bonate	2012 - 2014	Community at large
Heather Brennan	2011 - 2013	Community at large, business community
Patricia Colborn	2012 - 2013 (resigned early)	Seniors and persons with disabilities
Jared Gift	2012 - 2014	Persons with disabilities

In addition to the five members on the Transit Commission, a city councilmember currently serves as Commission liaison to the City Council, while the City's Director of Human Services and Transit functions as the Commission liaison to BATS staff.

ORGANIZATION

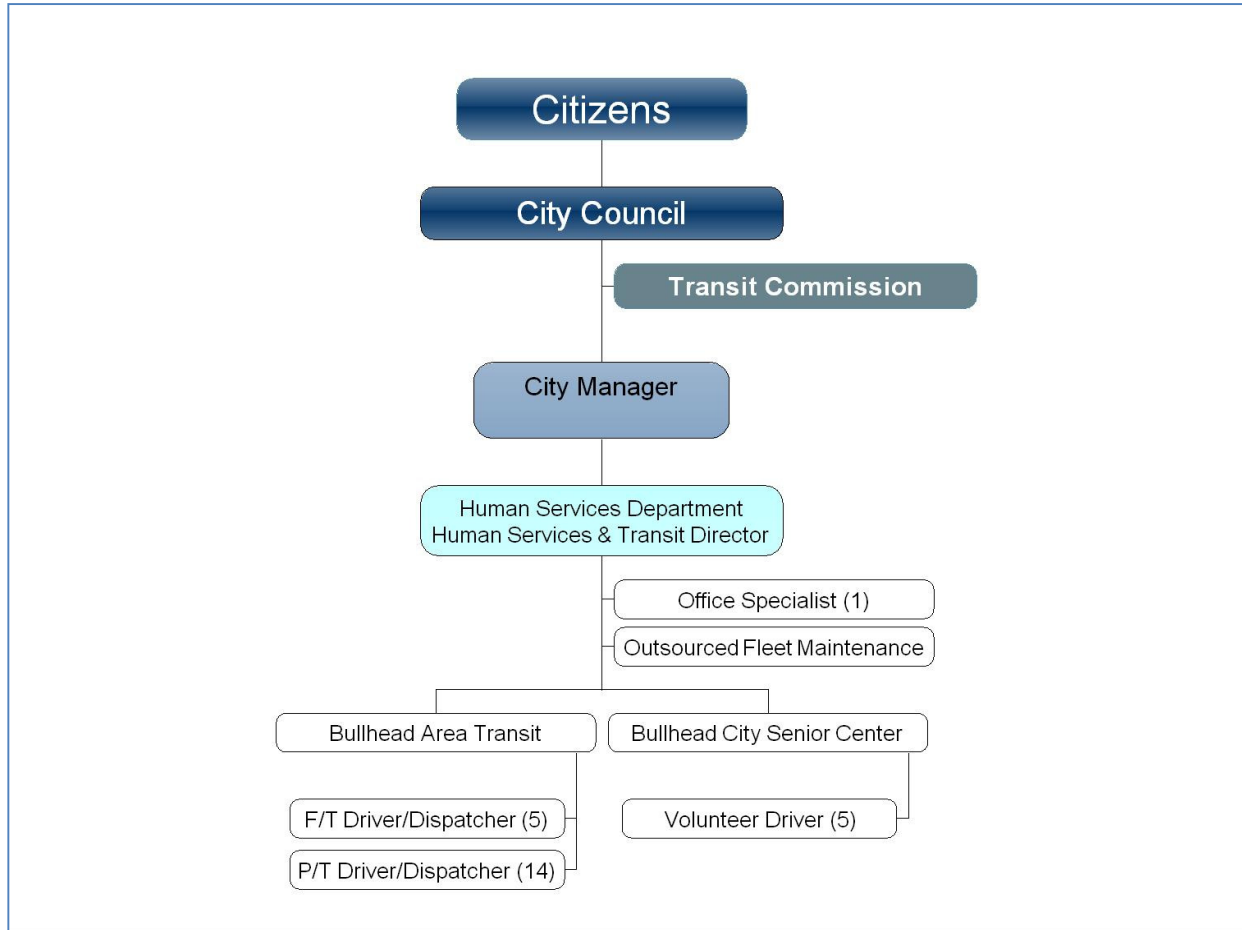
Organizational Structure

BATS is currently led by the Director of Human Services and Transit, who oversees operations, customer service, and acts as a liaison to the BATS Commission. Reporting to the Director are five full-time driver/dispatchers, 14 part-time driver/dispatchers, and one office specialist who handles calls for Dial-A-BATS and Senior Center Transportation demand-response services (described below). All personnel are non-unionized employees of the City of Bullhead City. Drivers clean vehicles at the end of their driving shifts. Vehicle washing is also performed by inmates on Mondays and Thursdays each week while they are participating in a work release program. An organizational chart illustrating the current staffing positions and reporting relationships is shown in Exhibit 2.

Presently, the Director of Human Services and Transit directly oversees all transit staff. However, the City is planning to hire a Transit operations supervisor in late 2013. The operations supervisor will report to the Human Services and Transit Director, while the driver/dispatchers would report to him/her.

Vehicle maintenance is contracted out to A-1 Fleet Smart, of which the owner and employees primarily perform work for the Silver Rider vehicle fleet in Laughlin, NV. For BATS vehicles, A-1 performs most minor maintenance and repair tasks at the City's Public Works yard, while more significant repairs are completed at the vendor's shop in North Bullhead City.

Exhibit 2 Bullhead City Transportation Program Organizational Structure



Staffing and Training

The five full-time drivers generally work eight-hour weekday morning shifts, while part-time drivers are assigned to weekday afternoon and Saturday shifts. Part-time driver work hours vary depending upon program need, and they will fill in for full-time drivers in the event of sickness or vacation. Driver shift assignments are based on a combination of seniority and work performance.

Dispatch duties are shared by the full-time driver team on a rotating basis.

Driver training is conducted by a senior driver and supplemented with training in defensive driving provided by the Bullhead City Police Department. The Transit Dept's office specialist provides orientation training and passenger assistance and safety (PASS) training, and maintains driver training records.

Evaluation and Promotion

BATS uses the City's established performance evaluation instrument and follows City Human Resources Rules and Regulations when hiring or promoting personnel.

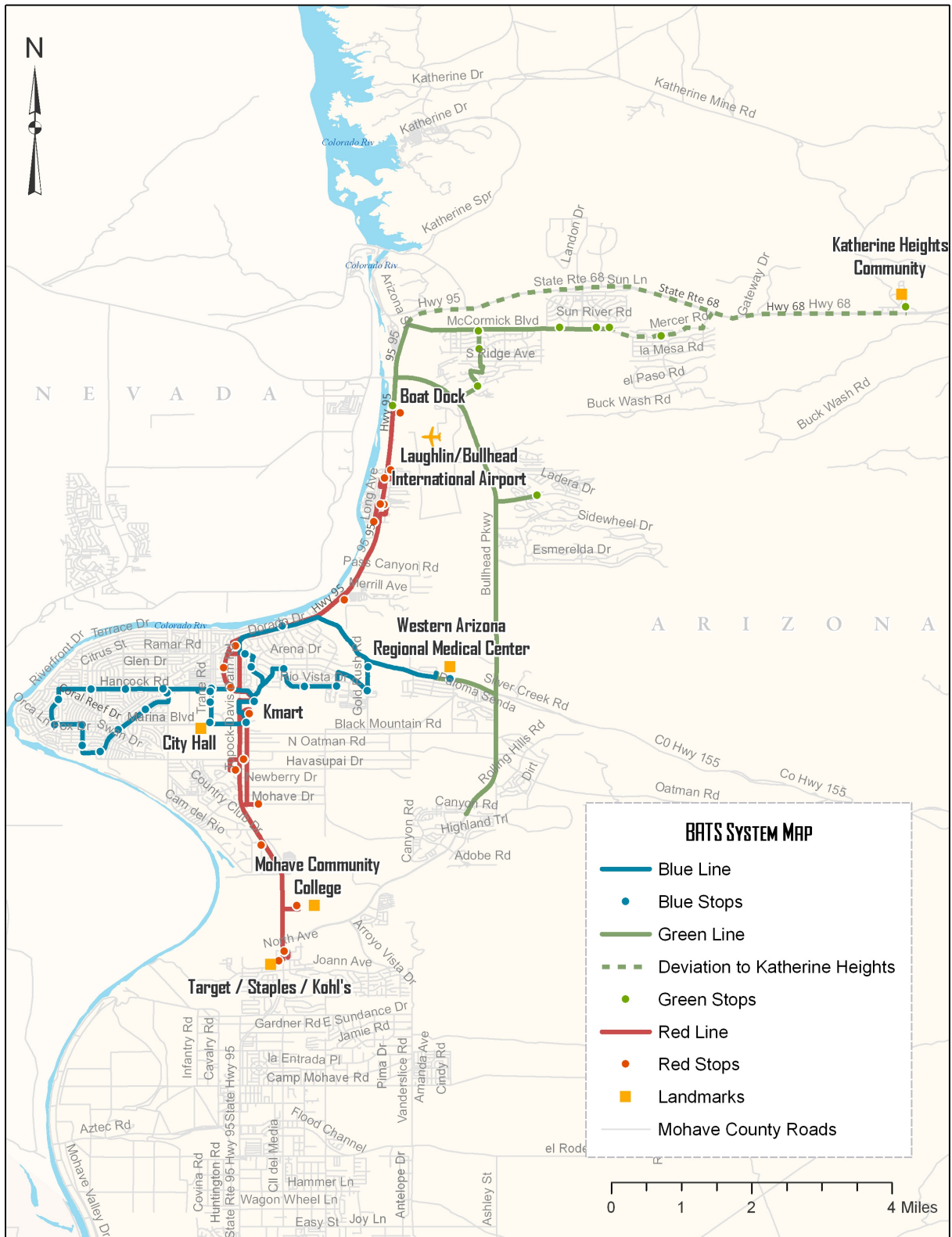
TRANSIT SERVICES PROVIDED

Fixed-Route Bus Lines

BATS operates two fixed-route bus lines within the City of Bullhead City (Red and Blue Lines), plus a deviated fixed-route service (Green Line) to the community of Katherine Heights, located approximately two miles east of Bullhead City's city limits along SR 68. Four bus stops have been designated to serve multiple lines to provide opportunities for passengers to transfer from one line to another in order to reach their destination. The Red, Blue and Green² lines stop at Safeway; the Red and Blue lines stop at Kmart; the Blue and Green lines stop at the hospital (WARMC); and the Red and Green lines stop at the Boat Dock. Exhibit 3 is a map of the entire BATS network. Following are more detailed descriptions of each BATS fixed-route line with accompanying maps showing a zoomed-in view of each route. Exhibit 7 summarizes the operating hours and frequencies of BATS services.

² Green Line service to Safeway began during the Gold Rush Road Construction project, which began in May 2013 and concluded in August 2013. Due to popular demand, the Transit and Human Services Director is planning to ask the Transit Commission to endorse continuing the service after construction activities have concluded.

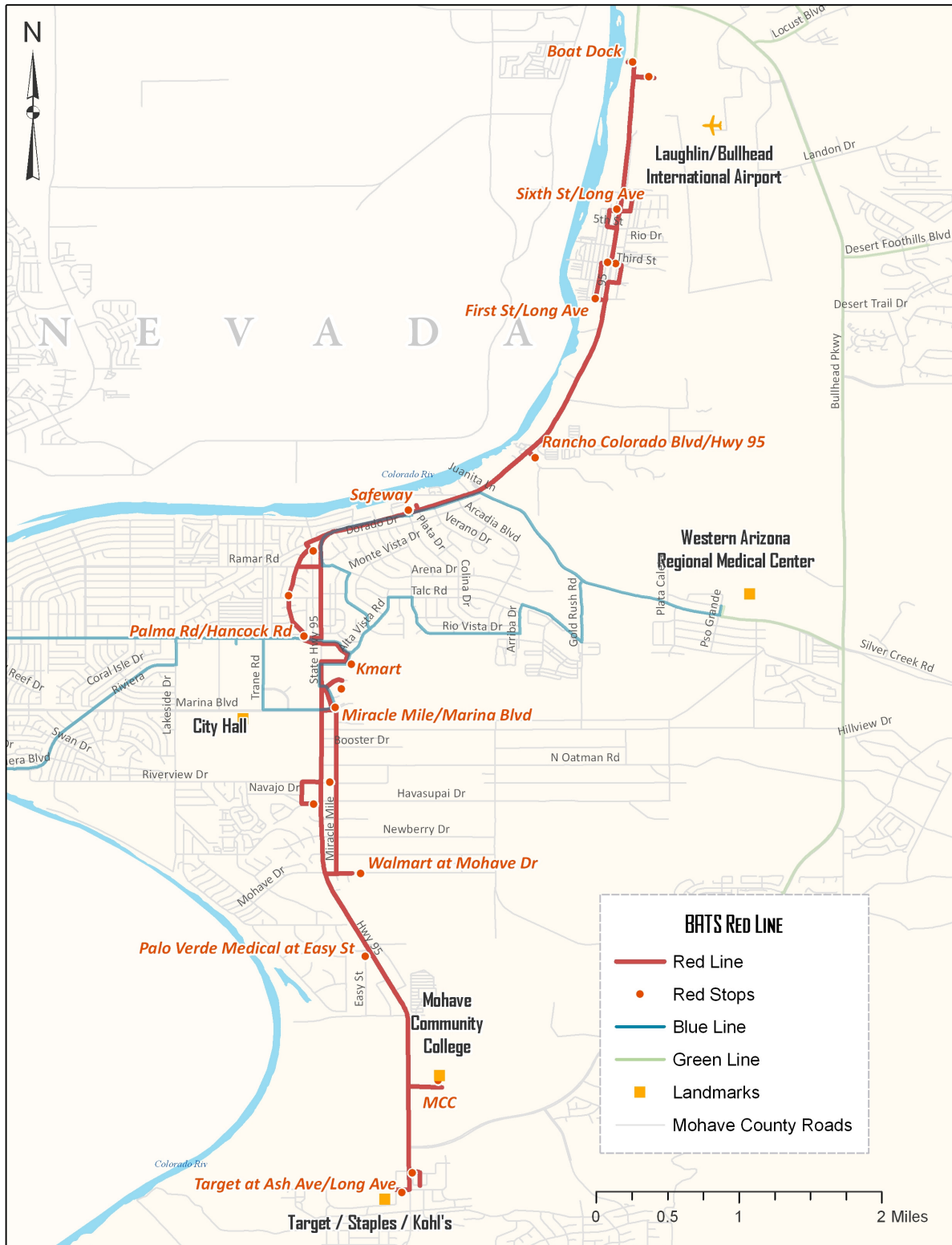
Exhibit 3 Current BATS System Map



Red Line

The Red Line, shown in Exhibit 4, is divided into two 60-minute segments, the Red Line North and the Red Line South, which operate along SR 95 and meet at the Kmart near SR 95's intersection with Hancock Road. The Red Line North provides primarily north-south service along SR 95, connecting the Boat Dock at its northern end to the Kmart. The Red Line South also ends at the Kmart served by the Red Line North, but serves the southern portions of Bullhead City, connecting the Kmart to the Target at the southern end of the city via SR 95.

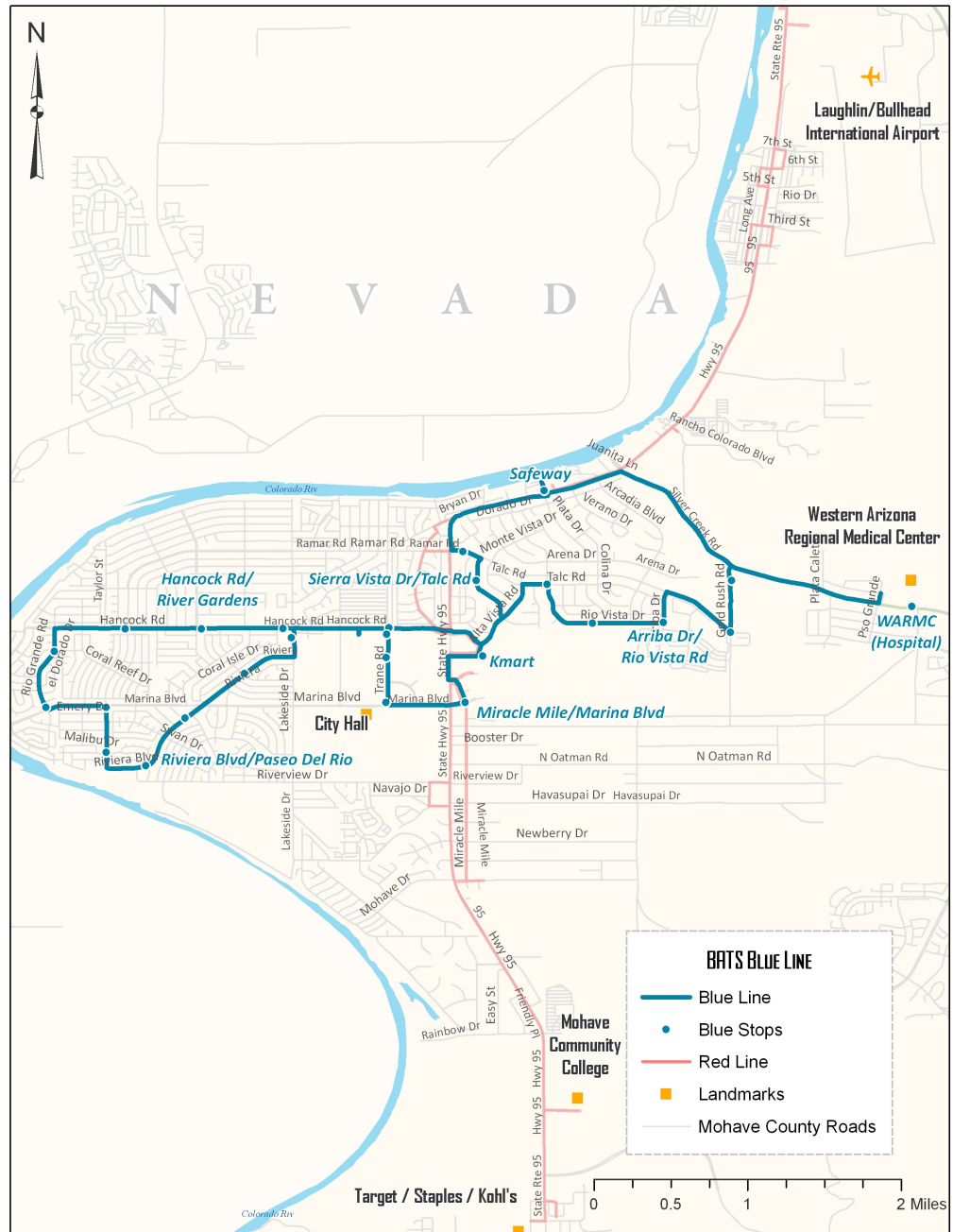
Exhibit 4 BATS Red Line



Blue Line

The Blue Line, in Exhibit 5, is comprised of two 30-minute segments, the Blue Line East and the Blue Line West, which meet at the Kmart along with the Red Line. The Blue Line East connects Kmart to the Western Arizona Regional Medical Center on Silver Creek Road. The Blue Line West serves destinations in the River Bend neighborhood of Bullhead City, including grocery and retail stores, banks, government facilities, and schools like Mohave High School and the Mohave Accelerated Learning Center.

Exhibit 5 BATS Blue Line

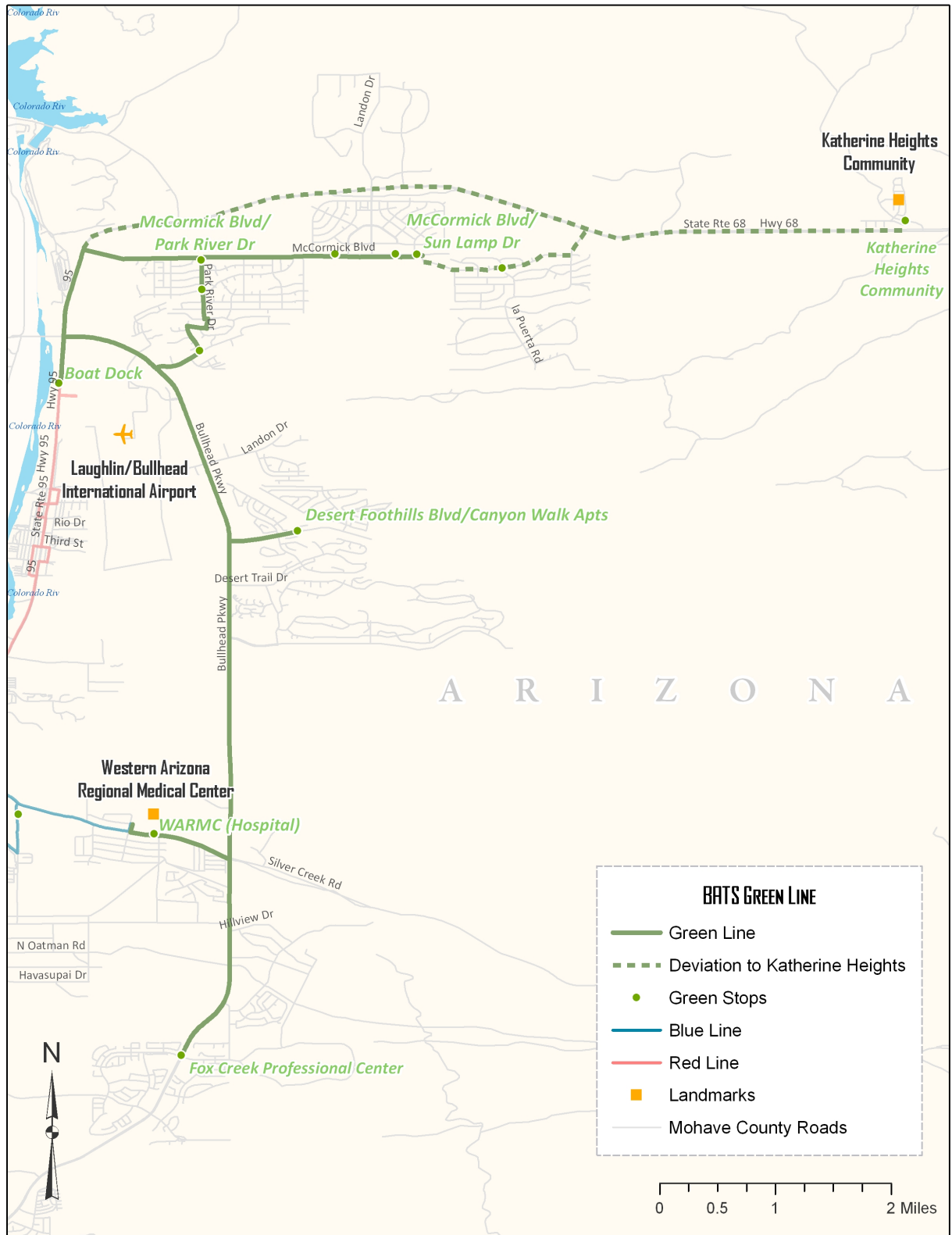


Green Line

The Green Line, shown in Exhibit 6, serves the eastern portions of Bullhead City and the community of Katherine Heights east of Bullhead City city limits. The Green Line is a 60-minute route that connects residents in eastern parts of the City with the Blue Line East at the Western Arizona Regional Medical Center (WARMC), with the Red Line North at the Boat Dock, and the Blue and Red Lines at Safeway.

Worth noting is that the Green Line only provides service to Katherine Heights six times per day during the week, and three times on Saturdays. While ridership is low on the Green Line, its service is supported by a financial contribution from the community of Katherine Heights, which provides \$13,000 annually, and the WARMC, which contributes \$60,000 annually. As a part of WARMC's agreement with the City, WARMC secured exclusive advertising rights on the exterior of BATS vehicles. The Green Line includes service to both the main WARMC complex on Silver Creek Road and the Fox Creek offices on Bullhead Parkway.

Exhibit 6 BATS Green Line



Service Hours and Frequency

BATS fixed-route services operate weekdays from 6:00 am until 8:00 pm, and on Saturday from 7:30 am until 3:30 pm (service span varies by route). Generally, fixed-route service is provided on an hourly basis, although a few bus stops on the Red Line are served every half hour. Dial-A-BATS service operates during the same hours as the City's fixed-route service as required by the Americans with Disabilities Act. Exhibit 4 summarizes the operating hours and frequency of each fixed-route Line and Dial-A-BATS service.

Exhibit 7 BATS Operating Hours and Frequency

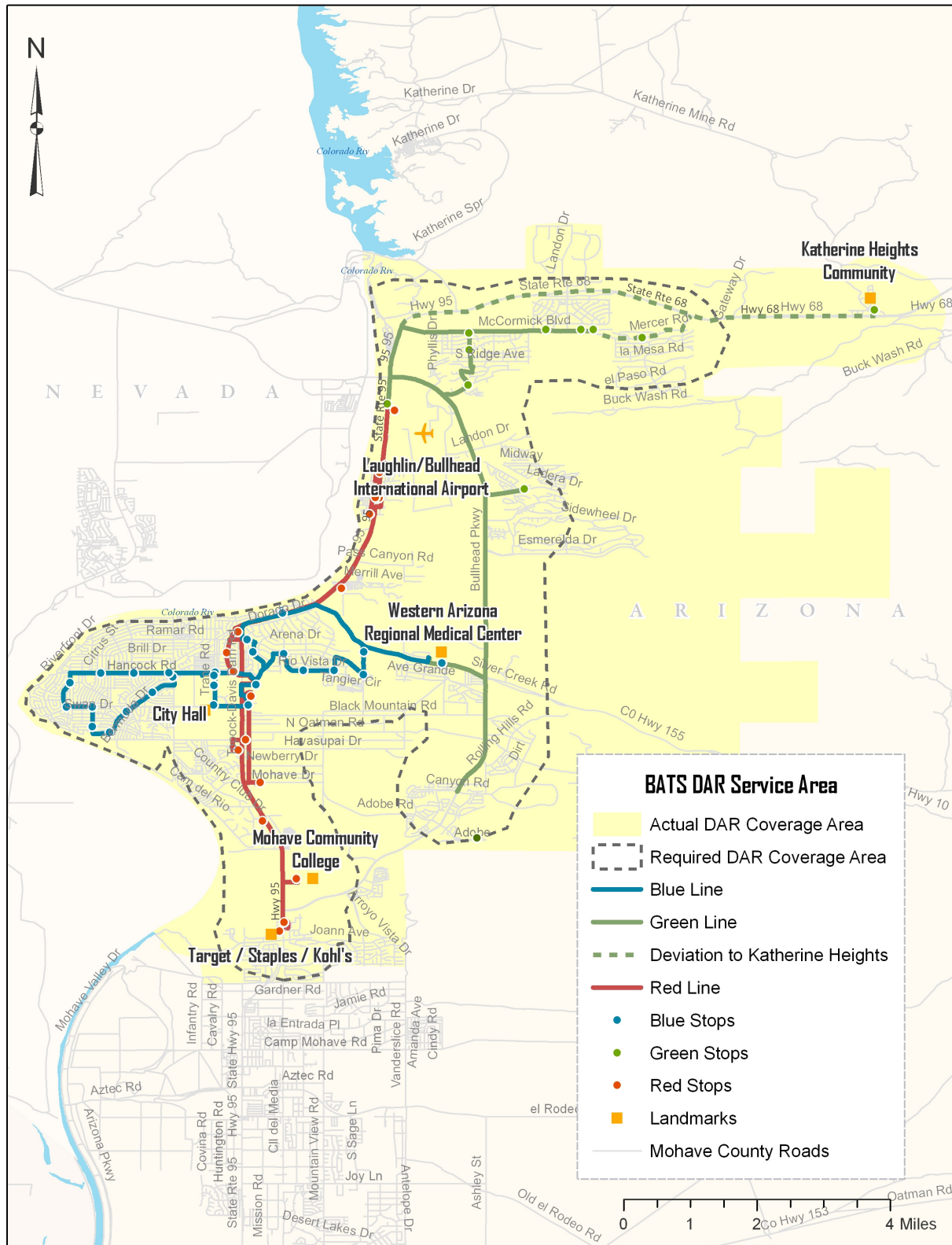
Line	Operating Hours	Frequency (minutes)	One-Way Route Length (mi)
Blue East	Monday-Friday 6:00 am - 7:30 pm; Saturday 8:00 am - 3:30 pm	60 minutes	7.2
Blue West	Monday-Friday 6:30 am - 8:00 pm; Saturday 7:30 am - 3:00 pm	60 minutes	7.1
Red North to Boat Dock	Monday-Friday 6:30 am - 7:30 pm; Saturday 8:30 am - 1:30 pm	60-120 minutes Monday-Friday; 120 minutes Saturday	6.7
Red South to Target	Monday-Friday 6:30 am - 6:30 pm; Saturday 9:30 am - 2:30 pm	60 minutes Monday-Friday; 120 minutes Saturday	5.2
Green (normal)	Monday-Friday 6:00 am - 1:00 pm and 4:00 pm - 8:00 pm; Saturday 8:00 am - 2:00 pm	60 minutes	15.5
Green (Katherine Heights)	Monday - Friday 6:11 am - 12:11 pm and 4:11 pm - 7:11 pm; Saturday 8:11 am - 1:11pm	Three morning runs, one midday run, two evening runs on weekdays; two morning runs and one afternoon run on Saturday	23.2
Dial-A-BATS	Monday-Friday 6:00 am - 8:00 pm; Saturday 7:30 am-3:30 pm	Reservation-based	varies

Demand-Response Services

Dial-A-BATS (DAB) is Bullhead City's shared-ride demand-response service and provides complementary curb-to-curb service within Bullhead City city limits and to Katherine Heights. This coverage, as shown in Exhibit 8, exceeds the requirements of the Americans with Disabilities Act (ADA), which require complementary paratransit service within a ¾-mile buffer around all fixed-route services. DAB services are available to individuals who are unable to use the City's fixed-route bus service due to a disability or mobility impairment. Rides for pre-approved passengers can be scheduled for next-day service or up to two weeks in advance.

As described below, BATS partners with the Bullhead City Senior Center, a recipient of federal Section 5310 funding, to operate additional demand-response service known as Senior Center Transportation. Senior Center Transportation's demand-response service is scheduled and dispatched by the BATS dispatcher and has two vans at its disposal. The service utilizes volunteer drivers from River Valley Seniors, Incorporated, and program expenses such as vehicle purchases and maintenance are paid for with federal Section 5310 funds allocated to the City.

Exhibit 8 ADA-Required and Actual DAR Service Coverage



Service to Laughlin, Nevada

The City does not presently provide any direct fixed-route service to Laughlin. However, Dial-A-BATS service to the Silver Rider bus stop at the Laughlin Chamber of Commerce is available to pre-approved DAB customers and is priced at \$3.00 (the standard \$2.00 Dial-A-BATS fare plus a \$1.00 fee to connect to Laughlin) and rides must be scheduled the day before the ride is to take place.

Fares

Exhibit 5 lists the current fare structure for the BATS system.

Exhibit 9 Fare Schedule for BATS

Fare Type	Price
Fixed Route One-Way Cash	\$ 1.00
Paratransit Service One-Way	\$ 2.00
Paratransit Service Laughlin Connection (add-on)	\$ 1.00
All-day Pass for Fixed Route Service	\$ 4.00
Adult Monthly Pass, Fixed-Route Service	\$ 48.00
Senior Monthly Pass, Fixed-Route Service	\$ 30.00
Student Monthly Pass, Fixed-Route Service	\$ 20.00
Book of 30 One-Dollar Tickets for Fixed-Route or Paratransit	\$ 24.00
Certified Personal Care Assistant, Children Age two and Younger	Free

Bicycle Accommodations

Presently, all BATS fixed-route vehicles are equipped with bicycle racks capable of accommodating up to two bicycles.

OTHER TRANSPORTATION SERVICE PROVIDERS

In addition to BATS transportation services, there are several other public and private transportation providers in and near Bullhead City, as described below and summarized in Exhibit 6.

Senior Center Transportation

The Bullhead City Senior Center provides beyond-the-curb transportation service in Bullhead City, Fort Mohave, and Mohave Valley. Service hours are Monday through Friday from 8:00 am to 1:00 pm for seniors age 65+ and individuals with disabilities. The program is financed primarily by Bullhead City with supplemental support from federal Section 5310 funds. Senior Center Transportation uses two vehicles and volunteer drivers, with scheduling and dispatching provided by the BATS dispatcher. Rides can be scheduled for next day service or up to two weeks in advance.

Ferries and Water Taxis

The Riverside Resort and Casino operates a free, 24-hour ferry service between the Boat Dock bus stop in Bullhead City and the Riverside Resort and Casino in Laughlin, NV. Given there is no direct fixed-route transit service connecting Laughlin and Bullhead City, this ferry service provides an important link for people who travel between the two cities. The Bureau of Reclamation controls the volume of water released at Davis Dam, which affects the level of the river. Ferry service may be interrupted if the river becomes too shallow. In those circumstances, the Riverside Casino will send a shuttle bus to the boat dock to transport people back and forth. Further, a private company called River Passage operates water taxi services between casinos along the Laughlin side of the Colorado River, but does not provide any service to Bullhead City. This service is similarly subject to interruptions due to water levels and weather conditions.

Silver Rider

Silver Rider, operated by the private, non-profit 501(c)3 Southern Nevada Transit Coalition, provides hourly fixed-route transit service 24 hours a day within the town of Laughlin, primarily between the residential area and business sector/casinos along the Colorado River. The adult fare for a one-way trip is \$2.00; while reduced-fare rides for seniors, youth, and persons with disabilities cost \$1.00. There is no direct fixed-route transit connection between Silver Rider and BATS at this time.

Private Taxis

Numerous taxi companies operate within Bullhead City, and serve as an important transportation option for casino workers whose shifts begin or end outside of the BATS service hours. Prices vary by company; however taxis generally charge two dollars per mile.

Exhibit 10 Transportation Providers In and Near Bullhead City

Agency Name	Type of Service	Hours of operation	Fare Structure	Key Passenger markets
Riverside Casino and Resort Ferry	Water taxi service between Bullhead City boat dock and Riverside Casino	24 hours	Free	General public, serves many casino employees
Greyhound	Intercity bus service	24 hours	Varies	General public
Silver Rider Transit	Local bus service in Laughlin, NV	Up to 24 hours, depending on route	\$2.00 regular, \$1.00 reduced	General public
Various taxi providers	Private taxi service	24 hours for most services	Approx. \$2.00/mile	General public
Bullhead City Senior Center	Transportation for elderly and disabled persons	M-F 8 am - 1 pm	Requested donation of \$2 within Bullhead City, \$5 to Fort Mohave	Elderly and disabled persons
WestCare Arizona	Transportation for disabled persons and veterans; usually referral-based	M-F 7 am - 8 pm, with occasional after-hours and weekend trips	Free	Persons with disabilities, veterans with mobility needs

Financial Partnerships

In addition to organizations that directly provide transportation services within Bullhead City, the Western Arizona Medical Center and the community of Katherine Heights provide financial support to the City to operate its Green Line service.

Western Arizona Regional Medical Center

The Western Arizona Regional Medical Center (WARMC) contributes \$60,000 annually to the City to support transit service. In exchange, WARMC also receives exclusive advertising rights on the exterior of BATS vehicles.

Katherine Heights

The community of Katherine Heights, located at milepost six approximately two miles east of Bullhead City city limits along SR 68, contributes \$13,000 annually to the City's public transit program. This funding helps offset the cost of providing deviated fixed-route service to Katherine Heights. However, the actual cost of operating the "extended service" exceeds the annual contribution.³

³ Actual cost comparison will be completed as part of final report.